



California
Guided Pathways

Institute #1—Leadership for Transformational Change: Implementing Pathways at Scale

September 17–19, 2017
Hilton Orange County
Costa Mesa, CA

A G E N D A

Institute Objectives:

- Ensure clarity about Pathway Project goals, expectations of colleges, and supports for participants.
- Establish a common definition for guided pathways and their essential elements, as defined for the Pathways Project, and initiate use of aligned tools that Pathways colleges will use for planning and monitoring progress.
- Reinforce change leadership strategies for implementing pathways at scale.
- Explore how guided pathways reforms can build on and help to integrate student success strategies already in place in the institution.
- Build a “case statement” for pathways, tailored to individual institution context and current status, that will help build urgency and increase momentum for transformational change.
- Produce draft action plans that delineate next steps in taking pathways reforms to scale at the institution, specifically incorporating strategies for broad campus engagement and needs for professional development and technical assistance.
- Begin to build an engaged learning network among Pathways Project colleges.

Sunday, September 17

12:00 p.m. – 3:00 p.m.

Registration

Refreshments provided

Catalina Foyer
Lobby Level

12:30 p.m. – 1:45 p.m.

Pre-Institute Work Session I: Metrics for Monitoring Student Progress Through Pathways

Kathy Booth, Senior Research Associate, WestEd
*Davis Jenkins, Senior Research Scholar, Community College Research
Center (CCRC)*
Hana Lahr, Research Associate, CCRC
John Fink, Research Associate, CCRC
*John Hetts, Senior Director of Data Science, Educational Results
Partnership*

Newport Beach
Banquet Level 1

Objectives:

- Review the guided pathways planning template colleges and the initiative will use to monitor implementation of guided pathways
- Review the KPIs that we will ask colleges to report to monitor impact on student outcomes

NOTE: Mandatory for at least one member from college team to attend this session.

Pre-Institute Work Session II: Aligning Student Success Efforts Under the Guided Pathways Framework

Linda Collins, Executive Director, Career Ladders Project
*Laura Hope, Executive Vice Chancellor for Educational Services, California
Community Colleges Chancellor's Office*
John Nixon, California Guided Pathways Coach
*Gretchen Schmidt, Executive Director, Pathways Project, American
Association of Community Colleges (AACC)*

Laguna Beach
Banquet Level 1

Objectives:

- Review colleges' existing student success initiatives and efforts—including both local and statewide initiatives—that are relevant to the guided pathways movement
- Introduce the four pillars of the guided pathways framework
- Categorize existing relevant initiatives and efforts under the four pillars in preparation for the work of the institute

NOTE: Mandatory for at least one member from college team to attend this session.

1:45 p.m. – 2:45 p.m.

Coach, Partner, and Team Facilitator Meeting

Bristol 3
Lobby Level



3:00 p.m. – 3:30 p.m.	<p>Opening Plenary Session Welcome and Introductions <i>Rob Johnstone, California Guided Pathways Project Director, Founder and President, National Center for Inquiry and Improvement</i> <i>Kay McClenney, Senior Advisor to the President/CEO & Pathways Project, AACC</i> <i>Kathy Booth, WestEd</i></p>	Catalina Ballroom Lobby Level
	<p>Objectives:</p> <ul style="list-style-type: none"> • Delineate aspirations for the Pathways Project and desired outcomes of the initial institute • Reinforce the knowledge base that is foundational for pathways reform • Understand how the institute works and begin to build an engaged learning network of Pathways Project colleges 	
3:30 p.m. – 4:45 p.m.	<p>Opening Plenary (Continued) Guided Pathways 101 <i>Tom Bailey, Director and Professor, CCRC</i> <i>Rob Johnstone, California Guided Pathways Project Director</i> <i>Kay McClenney, AACC</i></p>	Catalina Ballroom Lobby Level
	<p>Objectives:</p> <ul style="list-style-type: none"> • Explore the evolution of the guided pathways movement in community colleges • Focus the conversation on how guided pathways reform is at its heart about equity • Understand the relationship between economic mobility and guided pathways • Understand the four pillars of the guided pathways model 	
4:45 p.m. – 5:00 p.m.	<p>Break</p>	
5:00 p.m. – 5:55 p.m.	<p>College Team Strategy Session #1: Foundations for Pathways Project Work <i>Facilitators: Pathways coaches</i></p>	See Page 12 for Team Room Assignments
	<p>Objectives:</p> <ul style="list-style-type: none"> • Identify implications of advance work assignment highlighting data on student progress by program area and college’s status on pathways implementation • Start to develop an evidence-based case statement for scaled pathways reform, tailoring the statement to college context and accomplishments to date • Review and augment Part 1 of the Short-Term Action Plan 	

5:55 p.m. – 6:00 p.m.

Evaluation #1:

Pre-Institute Work and Sunday Sessions

Complete the green evaluation form located in your participant binder and submit it to your Pathways coach.

We need and value your feedback!

6:00 p.m. – 6:30 p.m.

Break

6:30 p.m. – 7:30 p.m.

Reception

Refreshments provided
Cash bar available

Fountain Terrace
Lobby Level

**Explore Costa Mesa
Dinner on Your Own**

Monday, September 18

8:00 a.m. – 9:00 a.m.

Full Breakfast

Continue work from College Team Strategy Session #1 or network with other colleges and Pathways partners. If desired, schedule time with your Pathways coach or with a Pathways partner.

Catalina Ballroom
Lobby Level

9:00 a.m. – 10:15 a.m.

Plenary Working Session Leadership for Guided Pathways

Davis Jenkins, CCRC

John Nixon, California Guided Pathways Coach

Moderator: Gretchen Schmidt, AACC

Facilitators: Pathways coaches

Catalina Ballroom
Lobby Level

Objectives:

- Understand the fundamental elements of Pathways design as defined in this project, as well as key lessons about implementation of Pathways
- Work with colleagues in similar roles at peer institutions to articulate implementation challenges and opportunities for pathways leadership within specific divisions and functions
- Begin building a network of colleagues to serve as resources throughout the project

NOTE: Seating for this session is arranged by roles (presidents, governing board chairs, chief academic officers, student services officers, and faculty leaders) designated by table signs.

10:15 a.m. – 10:30 a.m.

Break

10:30 a.m. – 12:00 p.m. **College Team Strategy Session #2**
Assessing Current Status of Pathways Reforms
Facilitators: Pathways coaches

See Page 12
for Team Room
Assignments

Objectives:

- Reflect on the college's current status on pathways design/implementation completed as advance work
- Delineate within the Short-Term Action Plan how discrete student success initiatives in place at the college can be integrated with pathways development and implementation work
- Conduct a "pre-mortem" analysis of scaled pathways reform at the college, reflected in Part II of the Short-Term Action Plan

NOTE: At the end of this session, decide among the team who will attend each of the afternoon breakout sessions.

12:00 p.m. – 1:00 p.m. **Lunch**

Catalina Ballroom
Lobby Level

1:00 p.m. – 1:15 p.m. **Break (Move to Concurrent Sessions)**

1:15 p.m. – 2:15 p.m. **Concurrent Sessions I:
Pathways Work in Action**

Objectives:

- Understand essential elements of pathways and how they are developed effectively by leading community colleges
- Promote consideration of next steps for pathways design and implementation in Pathways Project colleges

1. Mapping Out the Pathway

*Pat Efseaff, Executive Dean, Student Success - Student Services,
Sierra College*

*Rebecca Bocchicchio, Executive Dean, Student Success - Instruction,
Sierra College*

Moderator: Chris Hill, California Guided Pathways Coach

Laguna Beach I/II
Banquet Level 1

Begin critically examining existing programs and learn how to map programs in a way that makes pathways to further education and careers clearer to students (pre-cursor to Institute #2 on pathways mapping).

2. Getting Students on the Pathway

Marty Alvarado, California Guided Pathways Coach
Rosie Rimando, Vice President of Student Services, South Seattle College (WA)
Moderator: Rogéair Purnell, California Guided Pathways Coach

Laguna Beach III
Banquet Level 1

Learn how to rethink the student intake process as an on-ramp to a program of study.

3. Helping Students Stay on the Pathway

Andy Dorsey, President, Front Range Community College (CO)
Robert Melendez, Counselor, Irvine Valley College
Moderator: Evelyn Waiwaiole, Executive Director, Center for Community College Student Engagemet

Newport Beach
Banquet Level 1

Learn how to monitor students' progress by providing frequent feedback and timely and effective support when students fall off-path.

4. Ensuring Students Are Learning

Marcy Alanraig, English Faculty, Cabrillo College
Janet Fulks, Dean of Institutional Effectiveness, Bakersfield College
Moderator: Bob Pacheco, California Guided Pathways Coach

Bristol 3
Lobby Level

Learn how to ensure students are building essential skills across programs and support faculty to improve curriculum and instruction toward this end.

2:15 p.m. – 2:30 p.m.

Break

Refreshments provided

Proximal to Sessions

2:30 p.m. – 3:30 p.m.

Concurrent Sessions II: Change Leadership Strategies

Objectives:

- Learn critical practices of change leadership and understanding of how they may impact pathways work
- Consider new or reinforced strategies in leading transformational change to implement pathways at scale

1. Engagement Strategies—Early and Often

Paul Markham, Vice President for Occupational Strategy, Public Agenda
Linda Collins, Career Ladders Project
Moderators: Hana Lahr, CCRC

Balboa Bay I
Banquet Level 2

Learn about effective strategies for leading and managing change based on the experiences of Achieving the Dream and Completion by Design Colleges, and consider how to communicate the need for new large-scale strategies while also communicating about pathways as an extension of existing reform efforts.

2. Making the Case & Building Urgency

Nick Strobel, Physical Science/Astronomy Faculty, Planetarium Director, Bakersfield College
Jessica Wojtysiak, Academic Development Faculty, Bakersfield College
Moderator: John Fink, CCRC

Newport Beach
Banquet Level 2

Learn strategies for building urgency and sustaining momentum to implement reform at scale, including defining the problem clearly, creating a disciplined approach to asking key questions, and using data as a tool for change.

3. Evolving the College's Culture to Better Support Guided Pathways Reform

Peter Lortz, Vice President of Instruction, South Seattle College (WA)
Irene Malmgren, Vice President of Instruction, Mt. San Antonio College
Moderator: Mandy Davies, California Guided Pathways Coach

Bristol 3
Lobby Level

Explore the role that culture plays in guided pathways reform and learn strategies for affecting campus-wide culture change from leaders from two AACC Pathways 1.0 colleges.

4. Empowering Broad-Based Action Into the Classroom and Across the College

Kathy Molloy, California Guided Pathways Coach
Diego Navarro, California Guided Pathways Coach
Moderator: Michael Poindexter, California Guided Pathways Coach

Laguna Beach I/II
Banquet Level 1

Guided pathways reform requires an exploration of the intersection between structural and broader cultural changes on the day-to-day work of faculty and student services practitioners. This session will explore this intersection, led by two California leaders with experience with guided pathways related major reform efforts.

5. CEO Roundtable Discussion: Leadership & Aligning Resources

Sonya Christian, President, Bakersfield College
Andy Dorsey, Front Range Community College (CO)
Glenn Roquemore, President, Irvine Valley College
Bill Scroggins, President, Mt. San Antonio College
Moderator: Kay McClenney, AACC

Laguna Beach III
Banquet Level 1

Explore the critical role of CEOs in leading and shepherding the guided pathways movement from four CEOs from the AACC Pathways 1.0 project.

3:30 p.m. – 3:45 p.m.

Break

Refreshments provided

Proximal to Sessions

3:45 p.m. – 4:55 p.m.

College Team Strategy Session #3 Making Sense and Moving Forward

Facilitators: Pathways coaches

See Page 12
for Team Room
Assignments

Objectives:

- Discuss insights gained by college team members through participation in the day's sessions
- Delineate concrete implications of the college data work and strategies highlighted in the day's discussions for next steps at the college
- Complete Part III of the Short-Term Action Plan

4:55 p.m. – 5:00 p.m.

Evaluation #2: Monday Sessions

Complete the yellow evaluation form located in your participant binder and submit it to your Pathways coach.

We need and value your feedback!

5:45 p.m. – 7:00 p.m.

Dinner for CEOs Only

Bristol 3
Lobby Level

Explore Costa Mesa Dinner on Your Own

Tuesday, September 19

7:00 a.m. – 8:00 a.m.	Full Breakfast Continue work from College Team Strategy Session #3 or network with other colleges.	Catalina Ballroom Lobby Level
8:00 a.m. – 9:00 a.m.	Breakfast Plenary Session: Why Pathways? <i>Wendy de la Rosa, Lead Behavioral Strategist, Irrational Labs</i> <i>Moderator: Evelyn Waiwaiole, Center for Community College Student Engagement</i> Objectives: <ul style="list-style-type: none">• Understand the compelling rationales for building coherent pathways based on what we know from behavioral science about decision-making and the psychology of choice• Understand why more structured choice yields better results• Understand the role of “influencers” in choice architecture and implications for academic advising	Catalina Ballroom Lobby Level
9:00 a.m. – 9:15 a.m.	Break	
9:15 a.m. – 10:30 a.m.	College Team Strategy Session #4: Engagement and Action <i>Facilitators: Pathways coaches</i> Objectives: <ul style="list-style-type: none">• Engage in creative team activity based on design thinking to envision the students’ college experience within a successful guided pathways redesign• Identify ways to leverage existing improvement initiative funding to further this work (SSSP/Equity/Basic Skills/Strong Workforce)• Complete development of the Short-Term Action Plan (Part IV), including specific next steps in pathways work, a written campus engagement plan, and delineation of needs for professional development and technical assistance• Prepare to share top 1–2 insights for your college team from participating in Institute #1	See Page 12 for Team Room Assignments
10:30 a.m. – 11:00 a.m.	Break Refreshments provided	Catalina Foyer Lobby Level

**11:00 a.m. – 11:55 a.m. Closing Plenary Session
Commitment to Next Steps**

Catalina Ballroom
Lobby Level

Josh Wyner, Executive Director, College Excellence Program, The Aspen Institute
Omero Suarez, California Guided Pathways Coach

Objectives:

- Learn highlights from Aspen's leadership work
- Share your 1–2 insights from your college team

11:55 a.m. – 12:00 p.m. Evaluation #3:

Tuesday Morning Sessions & Overall Institute

Complete the blue evaluation form located in your participant binder and place it in the manila envelope provided on your table. The Center for Community College Student Engagement staff will collect the manila envelopes.

We need and value your feedback!

College Team Sessions — Room Assignments

College	Room	Lead Coach
American River College	Bristol 3	Omero Suarez
Butte College	Laguna Beach III	Marty Alvarado
Cabrillo College	Laguna Beach III	Marty Alvarado
Chaffey College	Balboa Bay I	Kathy Molloy
College of the Canyons	Laguna Beach III	John Nixon
Cosumnes River College	Bristol 3	Omero Suarez
Cuyamaca College	Laguna Beach I/II	Michael Poindexter
Long Beach City College	Balboa Bay I	Diego Navarro
Los Angeles Trade-Technical College	Newport Beach	Rogéair Purnell
MiraCosta College	Balboa Bay I	Kathy Molloy
Modesto Junior College	Laguna Beach I/II	Michael Poindexter
Norco College	Bristol 3	Bob Pacheco
Reedley College	Laguna Beach I/II	Chris Hill
Rio Hondo Community College	Balboa Bay I	Diego Navarro
Riverside City College	Bristol 3	Bob Pacheco
San Joaquin Delta College	Laguna Beach III	John Nixon
Santa Ana College	Newport Beach	Mandy Davies
Santa Barbara City College	Newport Beach	Mandy Davies
Southwestern College	Newport Beach	Rogéair Purnell
Yuba College	Laguna Beach I/II	Chris Hill